

75-3700

16 OCT 1975

MEMORANDUM FOR: Deputy Director for Science and Technology  
Deputy Director for Operations  
Deputy Director for Intelligence  
Deputy Director for Administration  
Deputy to the DCI for the Intelligence  
Community  
General Counsel  
Comptroller  
Chief, Audit Staff

SUBJECT : Record of CIA Internal Program to  
Strengthen Command and Control

1. This office has been assigned the task of drawing together material that will demonstrate the progress over the years in CIA's development of its internal controls. The 29 August 1973 instructions constitute the single most comprehensive action to establish guidelines and refine practice; however, emphasis of this event may obscure the years of continuing development and refinement of procedure and practice. The envisioned paper is intended to demonstrate this record. The basic information is in the Directorates, and the present memorandum is to request contributions from the Directorates for use in the proposed paper.

2. Some of the progress over the years is reflected in changes in regulations, and Regulations Control Branch may be able to produce some examples of regulatory evolution that will help make the point. OGC's role should be reviewed for possible historical summary. The story of the evolution of Agency budgeting should reveal steady and conscious progress toward refinement and sophistication of arrangements and practices; the development from its earlier forms to BPAM, O/OOB, and the present Comptroller should be useful. Growing financial controls and practice can be summarized, with specific examples, by the Office of Finance; the Audit Staff will be able to contribute to this. Institution of new proprietary controls in 1967 [ ] is a case in point. DDO/DDP project review and approval procedures matured over the years, and the record

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of increasing sophistication in evaluation techniques is worth tracing for this presentation. DDS&T project development and review has a place in the story. Perhaps procurement procedures and practices instituted following the study by consultants in 1966 holds a story that would contribute to the picture. Each Directorate has a contribution to make, and it is requested that each search its institutional memory and files for the purpose of providing materials for inclusion in the proposed paper.

3. It is requested that we be provided a statement by Monday, 20 October, of what might be expected. Any suggestions on treatment would be welcome. There is a story to be told on the cumulative effect of incremental development, and the different vantage points of the Directorates and special staffs have much to contribute to the story.



*for* S. D. Breckinridge  
Deputy Inspector General

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